

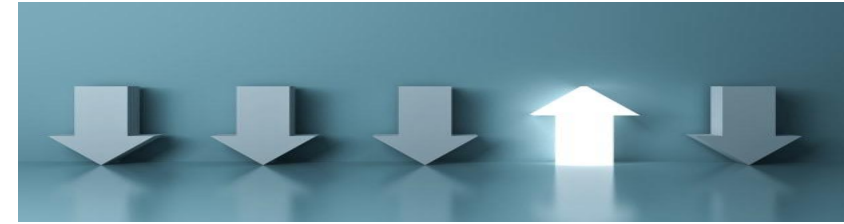
More on Change

12 Reasons why Change Fails

1. Poor leadership
2. Not creating a powerful enough guiding coalition
3. No clear vision
4. No clear and compelling case for change and a sense of urgency
5. Poor strategic planning
6. Underestimating the scale and scope
7. Failure to identify/get buy in from stakeholders
8. Poor communication
9. Failure to anticipate and manage resistance
10. Failing to give people the tools they need to change
11. Failing to build and then maintain momentum
12. Failure to manage culture change



Why Change Fails



- A study by Towers Watson found that 75% of organisational change initiatives fail over the longer term
- The same study also found that:
 - 55% of employees felt that change management initiatives met initial objectives, but only 25% felt gains were sustained over time
 - 87% of respondents trained their managers to “manage change,” but only 22% felt the training was effective
 - 68% of senior managers said they’re “getting the message” about reasons for major organisational changes, but only 53% of middle managers and 40% of front-line supervisors felt they were “getting the message”.

Towers Watson Study 2013

Strategies also often fail

Cascade ;The State of Strategy Report 2025' found that:

- 79% of organisations lack effective strategy reporting
- 4 in 5 teams struggle with alignment (with the strategy)
- 70% of leaders fail to drive strong strategy execution
- Only 23% of functional plans have clear, SMART objectives
- Only 23% of organisations translate their vision into an actionable plan
- 74% of teams don't know how their work connects to the company priorities

Sampler size – 459 Business Leaders.

Planning for Strategic Change: 10 factors

Ownership

Vision

Outcomes

Engagement

Planning
Horizon

Time to
Results

Change
Philosophy

Alignment

Oversight and
Risk
Management

Culture
Integration

Strategic Development – Planning for Change

- Ownership
- Where is the ownership of this strategic change?
- Is that the right function?
- Is that the right level?
- Is it contested?



Strategic Development – Planning for Change

- Vision
 - Do we have one?
 - Does this strategic change fit with it?
 - Is it shared?
 - Is it understood?
 - Is it right based on our diagnosis?
 - Is it sufficiently aspirational?



Strategic Development – Planning for Change

- Outcomes
- What do we need to achieve to deliver the vision?
- Specifically?
- What will success look like?
- How will we measure progress?



Strategic Development – Planning for Change

- **Engagement**
- Is our change involving the right people?
- Are we being sufficiently inclusive?
- Are we subjecting our thinking to sufficient challenge?
- Are we using “front line” expertise?
- Are we delivering broad involvement?



Strategic Development – Planning for Change

- Planning Horizon
- Are our plans looking to the right timetable?
- Are we demonstrating agility?
- Can we “sprint” this process?



Strategic Development – Planning for Change

- **Time to Results**

- Can we move quickly enough?
- Can we attain early wins?
- How do we incentivise that?
- How will we balance the need for pace with the requirement to manage risk?
- What metrics will give us early feedback?

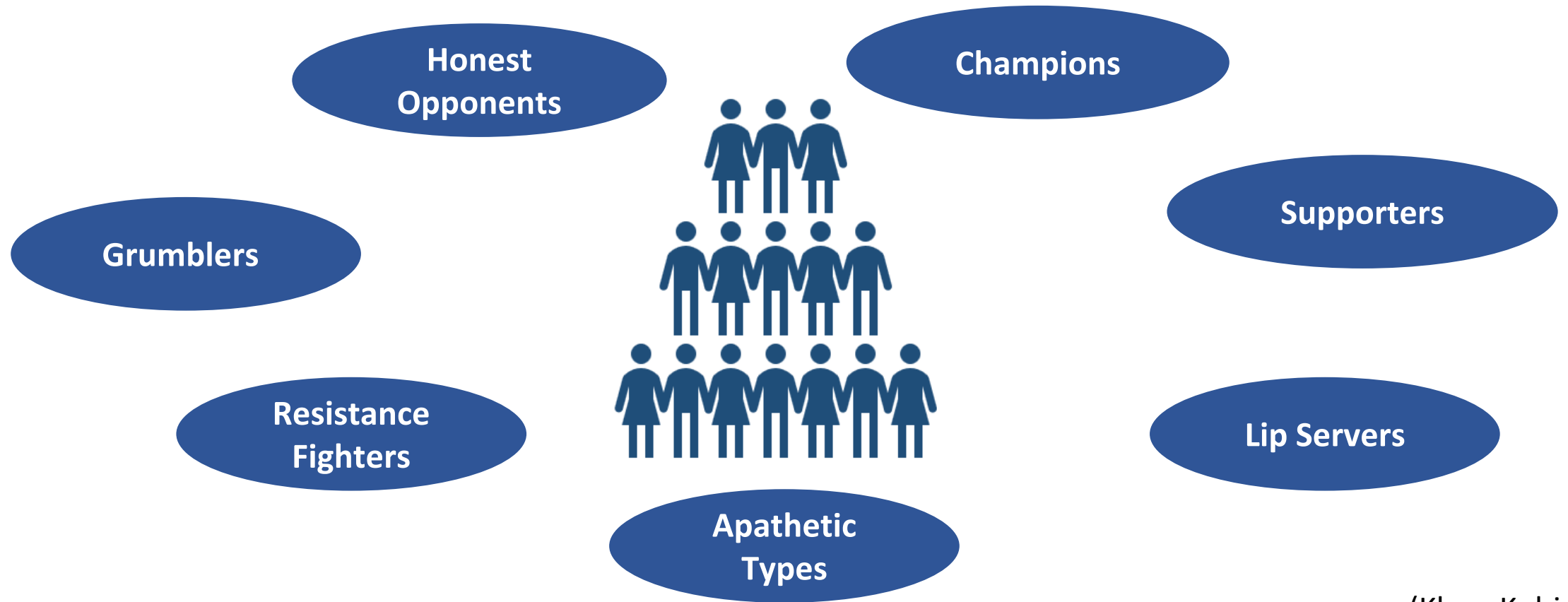


Strategic Development – Planning for Change

- **Change Philosophy**
- How will we manage resistance to change?
- How can we build critical mass commitment?
- Are their barriers to we need to diminish / remove?
- Is there a group we should target to provide a tipping point?



Managing Different Groups



(Klaus Kobjoll)

Strategic Development – Planning for Change

- Alignment

- How do we ensure all that contribute, do contribute?
- How do we involve all functional units in our change?
- How will we manage our communications with all those affected?
- Can we ensure that leaders and their teams at every level have personal performance objectives and incentives that tie to the accomplishment of our change?



Strategic Development – Planning for Change

- **Oversight and Risk Management**

- How will we manage risk?
- Who will do it?
- Who will have ownership of it?
- What governance do we need in place?
- Who is responsible and accountable for delivering this change?



Strategic Development – Planning for Change

- Culture Integration
- Does our culture complement this change?
- Does it have the potential to undermine our change (the answer is “yes”)?
- How do we introduce cultural change where it is required?

